



JUNE 2004

It is my pleasure to introduce the attached Work and Family Program Status Report 2004. This document outlines the efforts of the Work and Family Labor/Management Committee, who have worked closely together during the past four years to foster and support a family-friendly work environment for all California state employees.

The Committee has made substantial accomplishments, including new programs and benefits which are described in this report. The report also outlines the Committee's plan of action for the future. The Department of Personnel Administration appreciates and supports the work of the Committee, together with the efforts of the Department Work and Family Representatives, and acknowledges their excellent achievements to date.

We look forward to the continued success of the Work and Family Program.

Sincerely,

MICHAEL T. NAVARRO
Director

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Executive Summary

Nationwide, public and private employers have become increasingly aware of the difficulties their employees face in juggling work and family responsibilities. This is an issue that impacts employee productivity, morale, and health, and even extends beyond the workplace to impact the quality of care and life for dependent children and elderly. Consequently, employers have found that providing a family-friendly workplace helps attract and retain skilled workers.

In 1999, the State of California established the Work and Family Labor/Management Committee during the collective bargaining process between the State and labor unions representing State employees. The Committee has 30 members, with equal representation by management and labor. The Committee was charged to identify how the State as an employer can help its employees balance work life with family needs, recommend programs to achieve that balance,

and implement its recommendations. A needs assessment survey and subsequent Work and Family Program recommendations were published in the Committee's October 2000 report.^A

The Work and Family Fund was established July 1, 2000, with a \$5 million appropriation to fund various work and family programs for State employees. The fund is administered by the Department of Personnel Administration (DPA) and appropriated through June 30, 2005, when it sunsets unless the Legislature takes action to extend it.

This status report describes the progress the Committee has made in identifying and implementing components of an effective Work & Family Program in California. It presents accomplishments and challenges, describes work still in progress, and provides recommendations for the Work & Family Program beyond June 30, 2005.

Work & Family Labor/Management Committee Accomplishments	
Needs Assessment Survey	Surveyed State employees about their work and family issues and needs, reviewed best practices in other states, and identified policy options.
Expanded Family Leave Benefits	Initiated changes that allow employees to use leave credits to deal with family crises, including domestic violence, attend family activities, and transfer leave credits among family members. Also increased flexibility in use of FMLA leave.
Dependent Care Facility Grants	Established a grant program to fund start-up and program expansion of facilities providing child care and adult day care to the dependents of State employees.
Dependent Care Benefit	Established a program which provides a subsidy to offset the dependent care costs of lower-earning State employees.
Resource & Referral Service	Established a program to assist State employees in finding quality care for children and dependent adults, and provides information about other resources to help employees address their work and family issues.
Telework	Encouraged and supported the creation of telework policies and programs in State agencies. Conducted a telework survey and report July 2003.
Outreach to State Employees	Implemented an outreach plan to educate State employees about Work and Family Program Benefits.
Work & Family Network	Established a single point of contact in each State agency for Work and Family Program information.

^A The Future of California: Work and Family Programs (Work and Family Advisory Committee, 2000).



CHALLENGES:

As the Committee has established the components of the Work & Family Program, it has encountered three major challenges:

- Continued management support for addressing work and family issues.
- Communicating effectively to State employees about the resources and benefits available.
- Maintaining the Work & Family Network of program representatives in all State agencies.

The Committee plans to complete several major projects between now and June 30, 2005 when the Work and Family Fund will sunset:

Work & Family Labor/Management Committee Work in Progress	
Development and Implementation of the Online Management Training Module	Developing a training program to improve management understanding of work and family issues, and build support for using Work & Family Program benefits in cost-effective ways.
Dependent Care Grants	Awarding the balance of funds allocated for the Dependent Care Facility Grants.
Dependent Care Benefit	Offering the Dependent Care Benefit for the 2005 program year.
Outreach to State Employees	Continuing outreach to departments, and developing an Employee Benefits Handbook to be published during 2004.
Paid Family Leave	The State and CSEA recently negotiated a contract provision that will make State Disability Insurance (SDI) available for certain State employees. The Committee will continue work to ensure a smooth transition toward this new benefit.
Track Effectiveness of Existing Program Benefits	Continuing to track and assess the effectiveness of the Work and Family Program in helping State employees balance work and family demands.

RECOMMENDATIONS

Committee recommendations to support a family-friendly workplace include:

- Stress reduction and wellness support
 - On-site lactation support
 - Emergency transportation
 - Enhanced Employee Assistance Program (EAP)
 - Education support
 - Hardship transfers
 - Management incentives for promoting family-friendly benefits
 - Governor's Executive Order supporting the Work and Family Program
- Substantial progress has been made on several of these, while work continues on others, as addressed in Section J of this report.

The Committee recommends the following longer-term activities, beyond June 30, 2005:

- Close out the Dependent Care Facility Grant Program
- Continue the Resource and Referral Service
- Continue communication and training to inform management and State employees of work and family resources
- Continue the Work & Family Committee and the Work & Family Coordinator position





I. Background of the Work & Family Program:

PURPOSE, ORGANIZATION, AND FUNDING

Employees struggle to juggle the demands of work and family. A survey of State of California employees found that 62% have dependents (children, elderly, or both).¹ The tensions between a worker's role as a State employee and as a family member can impact productivity, morale, and health. Beyond the workplace, it can affect the quality of life and care of the employee's dependents, whether children or elderly.

Nationwide, these concerns have led to the increasing use of "work/life" or "family-friendly" benefits as employers recognize the importance of helping employees balance their personal and professional lives. A recent survey of U.S. employers in the public and private sectors concluded that employers have found them a cost-effective means to attract and retain a loyal, skilled workforce.²

In California, the Work and Family Labor/Management Committee (Committee) was formed as a result of the 1999 collective bargaining agreements. The Committee was charged to identify how the employer can help State employees balance work and family needs, and to recommend programs to achieve that balance. The Committee's recommendations regarding the Work and Family Program were published in its October 2000 report, *The Future of California: Work and Family Programs*.³ Additionally, an Executive Briefing entitled *Work and Family Program Strategy* was published February 2002.

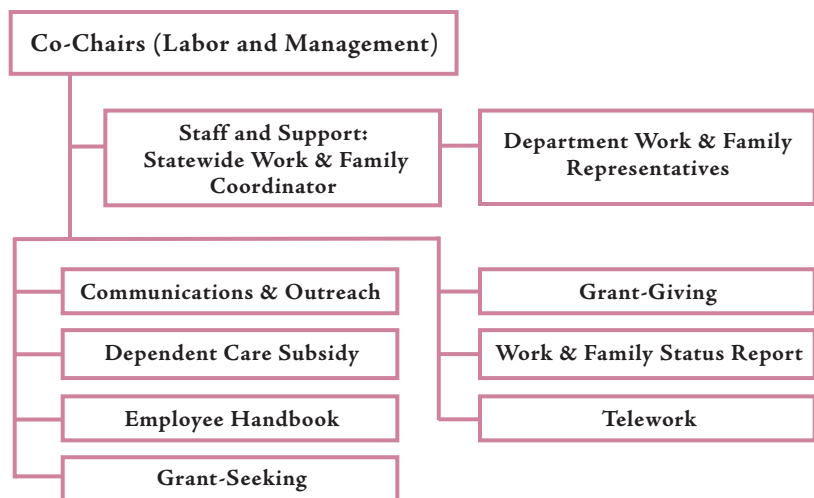
The Committee has 30 members, with equal representation by management and labor. The Committee organization is presented below. The Committee meets quarterly; its subcommittees determine their own meeting schedules.

¹Source: *The Future of California: Work and Family Programs* (Work and Family Advisory Committee, 2000). Data on dependents is from the survey of State employees (Appendix E).

²Mellon Financial Corporation, *Work/Life – A Delicate Balance. 2003 Survey.* (Mellon Human Resources & Investment Solutions, 500 Plaza Drive, Secaucus, NJ). Page 17.

³This report is online at http://www.dpa.ca.gov/WorkingFamilies/final_report/main

WORK AND FAMILY LABOR/MANAGEMENT COMMITTEE





The Work and Family Fund was established July 1, 2000, with a \$5 million appropriation to fund work and family programs for State employees.⁴ The Fund is administered by the Department of Personnel Administration (DPA) and appropriated through FY 2004-05. The table on the right shows how the \$5 million has been allocated to date.

DPA has provided staff support to the Committee, including a Work and Family Coordinator position to provide policy analysis, research, marketing, meeting facilitation and coordination, and to centralize communications for the Committee. The Committee has also created a network of Department Work and Family Representatives to help educate State employees about program benefits. This group meets on a quarterly basis and is described in more detail under Accomplishments in Section H.

As of February 2004, the Committee has successfully completed most of its action recommendations while others are still in progress. The following section summarizes its accomplishments and outlines next steps to be taken.

Work and Family Fund Allocation	
\$2,200,000	Resource and Referral Service available to all State employees for information about dependent care providers and for other resources in coping with work and family issues. Service available June 2003 - May 2005.
\$2,000,000	Dependent Care Benefit (subsidy) for State employees with child care or other dependent care needs.
\$500,000	Grants to establish or expand day care for children or adult dependents of State employees.
\$300,000	Working budget for administrative costs including publications, Web site, management training modules, consultants, marketing, and evaluation of pilot projects.
\$5,000,000	TOTAL

⁴The Work and Family Fund was established by AB 738 of 1999, which added Government Code §19822.7. <http://www.leginfo.ca.gov/calaw>. The Fund sunsets on June 30, 2005, unless extended by statute.





II. Accomplishments

A. NEEDS ASSESSMENT SURVEY

To set the foundation, the Committee hired expert consultants to conduct a statistically valid statewide needs assessment of State employees' work and family issues. The survey was supplemented by 18 focus group meetings. Consultants also reviewed work and family initiatives in other states. Their report identified policy options and actions for further consideration, as outlined in the table below.

This landmark study set the stage for the Committee to identify priorities and specific action recommendations to improve work and family policies and benefits for the State workforce. The balance of this report describes the elements of the Work and Family Program now in place, and the Committee's conclusions and recommendations for the future.

B. FAMILY LEAVE BENEFITS

The needs assessment conducted in 2000 concluded that expanded family leave benefits would help State employees balance the demands of work and family. Consequently, the Committee worked closely with the unions and State agencies to pursue legislation and regulations in this area. Although the Committee was not solely responsible for obtaining these expanded benefits, its work contributed to the outcome.

DPA has adopted expanded family leave benefits. Changes in the Family Leave Program include the items listed below. For more information on family leave please visit: <http://www.dpa.ca.gov/statesys/dpa/fmlamain>.

Needs Assessment Findings: Policy Options For Consideration

Source: Work & Family Survey Report (Sept. 2000)

- Time off for family member illnesses, routine medical appointments, and children's school-related activities. Expanded leave programs include donated leave pools, expanded bereavement leave, and longer-term crisis leave.
- Flexibility in work hours to allow time off to attend to family needs. Options include alternate work schedules, telecommuting, variable work hours, more part-time options, and flexibility in setting holiday and vacation leave.
- Managers and supervisors who support a workplace culture that is open and accepting of family-friendly policies and practices.
- Information readily available to all employees on family-friendly programs, policies, and benefits in a clear, reader-friendly guidebook.
- Resource and referral service to help find safe, high-quality dependent care, including child and elder care, holiday/summer vacation programs, and programs for dependents with special needs.
- Day care at or near work sites.
- Training for caregiver workers and care providers.
- A monetary subsidy for dependent care, especially for lower-income employees, to provide assistance with dependent care expenses.





Committee Recommendations		
Family Leave Benefit Type	Description	How implemented (statutory, regulatory, or policy change)
Family Crisis Leave: Create a family crisis leave program	Allows employees to use accumulated leave credits (including sick leave credits where appropriate) to attend to family crisis situations	PML 2001-043 PML 2001-058 DPA Rule 599.911 DPA Rule 599.912 Labor Code 230.8
Family Activity Leave: Increase flexibility in use of leave credits to attend family or school functions	Allows employees to use accumulated leave credits to attend family or school-related activities	
Domestic violence: Allow use of leave credits for victims of domestic violence	Allows employees to use leave credits to seek medical attention, participate in psychological counseling, and attend planning to increase safety from future domestic violence	PML - 2001-025 Labor Code Section 230 and 230.1 (AB 2357 of 2000)
Transfer of Leave Credits: Expand leave credit transfer policies for medical or parenting reasons	Expands leave credit policies to allow transfer of credits between family members for medical reasons, or for parental or adoption leaves	PML 2001-043 PML 2001-058 DPA Rule 599.913
Family Medical Leave Act (FMLA): Increase flexibility in use of FMLA leave	Changes the time period for calculating the FMLA eligibility. Employees may use up to 12 weeks of unpaid, job-protected leave anytime during the calendar year, regardless of how much FMLA leave has been taken during the past 12 months, for certain family or medical reasons	PML 2002-041
Paid Family Leave and Expanded State Disability Insurance (SDI): Provide paid family leave and SDI for State employees	During 2002, legislation was passed to provide paid family leave benefits for employees covered under the SDI program. At this time, DPA is negotiating implementation of SDI benefits with the exclusive representatives	Chapter 878, Statutes of 2002 (AB 2149) Chapter 901, Statutes of 2002 (SB 1661)





C. DEPENDENT CARE FACILITY GRANTS

The Committee's needs assessment survey (described in Section A) found that 74% of California State employees reported problems with funding dependent care, and 63% reported problems finding needed services. The Committee set aside \$500,000 for grants to:

"Provide seed money for supporting the growth of more affordable, quality dependent care services for State employees, such as near site or onsite child care, elder care, spouse/partner adult day care, as well as after hours and weekend care in cases of unscheduled/unplanned overtime and emergencies."

—The Future of California:
Work and Family Programs, p. 15

This new Dependent Care Facility Grant Program drew on the successful model established in 1984 with the State Employee Child Care Program. The Committee updated and expanded the model to include adult day care, to fund expansion of existing facilities as well as start-up of new facilities, to allow partnership agreements with existing nonprofit facilities, and to reflect cost increases since the 1980s. The maximum single grant is limited to \$50,000 and the Committee expects to award approximately ten grants. The following table summarizes the status of awards as of May 2004:

Status of Dependent Care Facility Grants - May 2004		
Grant Awards Made		
Facility, Sponsor, & Location	Grant Type & Amount	Term
Building Blocks Child Care Atascadero State Hospital, Dept. of Mental Health, San Luis Obispo	Program Expansion \$50,000	10/30/03 - 11/1/04
East End Child Care Depts. Of Education & Health Services, Sacramento	Start-up \$50,000	11/30/03 - 12/1/04
Poppy Patch Child Care Franchise Tax Board, Sacramento	Program Expansion \$50,000	6/1/04 - 6/30/05
Review In Progress		
Facility, Sponsor, & Location	Grant Type & Amount	Status
Kid Ease California EPA, Sacramento	Program Improvement \$50,000	Deferred. Funding program improve- ment has lower priority than start-up or expansion
Tiny Dots Dept. of Transportation, Los Angeles	Start-up	Application received; awaiting additional information requested from applicant
Cal Tor Dept. of Justice, Los Angeles	Program Expansion	Application in progress





Start-up grants are awarded in phases, with reporting requirements and an audit required for disbursement of funds in each phase. Applicants for start-up grants must demonstrate the need for a child care center, form a nonprofit corporation with specific organizational and enrollment requirements, partner with a State agency to “sponsor” the facility, and develop a plan of operation including an operating budget and a marketing plan. Applicants for Program Expansion funds must meet specific requirements and demonstrate how the proposed expansion will create new dependent care spaces or offer new types of dependent care services.

The Committee recognizes the need for flexibility based on specific regional needs and the diversity of State employees. It is expected that each applicant will progress through the application phases within a 24-month time frame. Subsequent to receiving the grant funds, the recipients are expected to operate on a self-sustaining basis. The emerging issue now being addressed is the lack of applications from elder care facilities. The Committee is targeting outreach efforts to this type of provider in 2004.

Funding for the grant program will sunset on June 30, 2005. Additional information on grant funding criteria and application procedures can be found at the DPA Web site: http://www.dpa.ca.gov/workingfamilies/Main/DC_Grants.



**Atascadero State Hospital Building Blocks
Child Development Center**



**East End Child Care Center
- Outdoor Activity Area**





D. DEPENDENT CARE BENEFIT

This program offers a subsidy to permanent California state employees with dependent care costs and is administered through the DPA FlexElect Program. Based on the needs assessment described in Section A, the Committee set aside \$2 million to offer financial assistance with dependent care costs to employees in the lower income range. When the initial response was not as great as anticipated, the Committee conducted a targeted survey to identify barriers to participation. Based on the findings, the program was revised during FY 03/04 to appeal to a larger target audience, and an outreach campaign was conducted to educate employees and their managers about the benefit and the application process. Participation increased significantly during this second year.

It is anticipated that participation will continue to increase during FY 04/05 and that remaining funds will be expended. The table below illustrates actual and projected expenditures for this benefit over the three-year period:

Dependent Care Benefit Outcomes	
FY 02/03	■ \$ 100,000 expended
FY 03/04	■ \$845,000 projected expenditure
FY 04/05	■ \$1,060,000 projected expenditure
Total Projected Expenditure: \$2,000,000	

E. WORK & FAMILY RESOURCE AND REFERRAL SERVICE

The Work and Family Needs Assessment reported that 72% of State employees with dependents have difficulty finding dependent care services for children and adults. In response to this need, the Work and Family Resource and Referral Service was launched in June 2003:

- Resource and Referral Services are provided 24 hours a day, seven days a week for all types of dependent care to California state employees (regardless of time base), their spouses and dependents. This service is available through a toll-free number at 1-866-896-1935, or on the Internet at www.lifecare.com



Resource and Referral Service Web site

- Customized, case management specialists respond to employees with dependent care issues.
- Dependent child and adult care providers are located in the employee's local geographic area including those who offer services after school, during noncore hours, weekends, on holidays, and during the summer. They also have information on providers who can offer care on short notice





(i.e. - unscheduled or unplanned overtime hours) and those who serve mildly ill children or adults.

- Comprehensive advice on lactation methods and how to purchase breast pumps at discount prices is available.
- Periodic evaluations are conducted to identify any gaps in services.



All State employees using the program are asked to submit quality assurance questionnaires rating the service. Since implementation, more than 96% of all State of California survey respondents rated services as “Good” to “Excellent.”

Promotional materials about the Resource and Referral Service (flyers,

e-mail announcements,

and newsletter articles) are sent on a quarterly basis to inform employees the service is accessible 24 hours a day, seven days a week. These materials include State’s name and program logo, and instructions are clearly printed so employees can easily access services.

The table on this page provides data for the first several months the Resource & Referral Service was available to State employees. Over 12,000 State employees used the service, accessing it through either the toll-free telephone number or the Internet.

Utilization of Resource and Referral Service June - December 2003	
Total utilization (accessed the service by phone or web)	12,270
What did they do?	
Requested educational materials	5380
Spoke with a specialist	2603
Accessed the reference library	1047
Logged onto Web site	3240
Total	12,270
How did employees access a specialist?	
Called toll-free number	2223
Visited the Web site	380
Total	2603
State employees who spoke with a specialist asked about:	
Child care	45.8%
Adult care	35.4%
Adoption	10.2%
Prenatal care	.2%
Special needs	7.5%
Academic services	.6%
Ordering publications	.3%
Total	100%
How did they rate the service?	
Good to excellent	96%
Adequate	4%





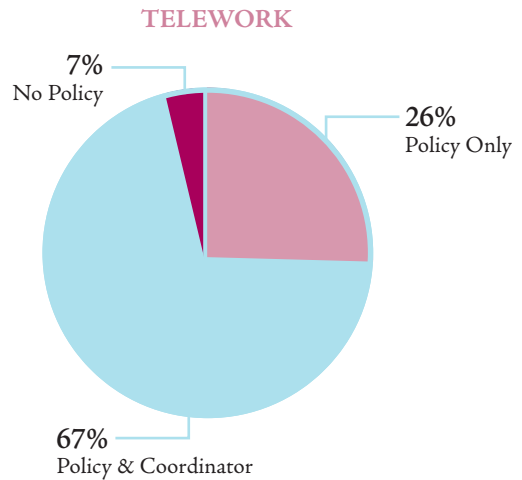
The State of California has contracted to provide this service to State employees through May 2005. Employee response has been overwhelmingly positive. Employees using the Resource and Referral Service estimated that it saved them an average of 14 hours in researching dependent care. The Committee recommends that this service be extended beyond the term of the current contract.

F. TELEWORK SURVEY AND REPORT

The Committee supports the development and implementation of a statewide option to telecommute. During June 2003 a telework survey was given to all Work and Family Representatives to assess their department's participation in this alternate work option. Response rate to this survey was 25%.

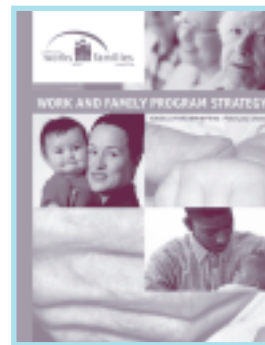
The survey responses indicated many departments have a comprehensive and successful telework program with as many as 600 or more employees participating in the program. Several departments also have telework coordinators who provide information to managers and staff on the departmental policy. Options available to employees range from working at home, at an office near home, or from a satellite office. The main focus of most of the telework policies is to provide as many options as feasible to employees.

The survey results indicated that 67% of the respondents had a comprehensive telework policy and a program coordinator to provide information to managers and staff. Only 7% of the respondents did not have a telework policy; 26% of the departments had a policy, but did not have a coordinator.



Survey responses indicate satisfaction by employees participating in telework programs. In many departments program participation greatly exceeded management expectations. Based on the results of the survey, the Committee continues its commitment to having the option of telecommuting available to State employees.

G. OUTREACH TO STATE EMPLOYEES



The Committee provided outreach and education on Work and Family Program benefits to all State employees to help them effectively balance work and family demands, devote their energies to the job, and

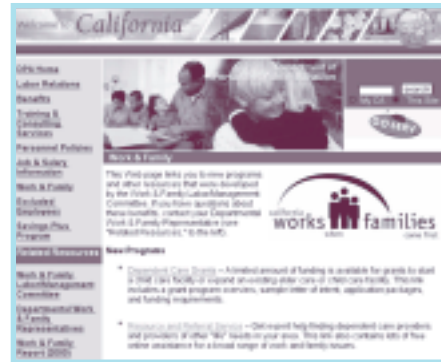
continue to provide excellent public service.





Key Committee accomplishments included:

- A marketing plan for outreach to all State employees.
- A Work and Family Program Web site, which has been updated as new programs have been launched.
- Unions representing State employees have published articles in their newsletters encouraging members to participate in the initial needs assessment survey and informing them of new work and family benefits such as the Resource and Referral Service and the Dependent Care Benefit.
- A network of Work and Family Representatives from over 80 State agencies. This network is discussed in Section H.
- Outreach presentations to employees at different venues around the State to publicize program benefits.
- The Work and Family Coordinator attended several of the monthly Personnel Transactions Supervisors Forums to provide updates on program benefits.
- A series of communications advised Department Work and Family Representatives, Personnel Officers, and Labor Relations Officers of program benefits, including Personnel Management Liaison (PML)



The Work and Family's Web site

Memos, targeted e-mails, and outreach bulletins.

- Employee satisfaction surveys on the Dependent Care Benefit (January 2003) and the Resource and Referral Service (ongoing).
- Monthly live, "Train the Trainer" sessions on the Resource and Referral Service using online training technology.
- Publications to educate employees on program benefits (see table on next page).





Work and Family Program Publications		
Publication Name	Target Audience	Release Date
Report and Recommendations - The Future of California: Work and Family Programs	Governor, Legislature, Public, State Employees	October 2000
Supporting You, Your Family, Your Work program brochure	State Employees	Spring 2001
Work and Family Program Strategy: Executive Briefing	Governor, Legislature, Public, State Employees	February 2002
Dependent Care Benefit brochures and posters	State Employees with dependent care needs	June 2002, June 2003, and May 2004
Dependent Care Grant Program Overview and Grant Applications	State Employees with dependent care needs	March 2003
Work and Family Resource and Referral Service: Making Life a Little Easier for State Employees introductory poster	Governor, Legislature, Public, State Employees	June 2003
California State Employees: Take Advantage of This Important Family Benefit post card mailer	State Employees with dependent care needs	June 2003
We're Here to Make Your Life Easier introductory poster on the Resource and Referral Service	State Employees with dependent care needs	June 2003
Resource and Referral Service quarterly themed posters	State Employees with dependent care needs	Ongoing since September 2003
Resource and Referral Service Executive Summaries and Quarterly Reports	Governor, Legislature, DPA, Committee, Public, State Employees	Ongoing since September 2003

H. WORK AND FAMILY NETWORK

The Committee established a network of Work and Family Representatives from State departments during 2002. The Committee sent out a letter to all State departments inviting them to select a Work and Family Representative responsible for outreach to employees about Work and Family Program benefits. To date, there are over 80 representatives, with additional representatives being recruited each month.





A series of quarterly Work and Family Forums with the Work and Family Representatives were initiated in March 2003. The forums have brought the representatives together for information on work and family issues, benefits, and for the development of more effective outreach tools. The table below provides a brief summary of each forum session.

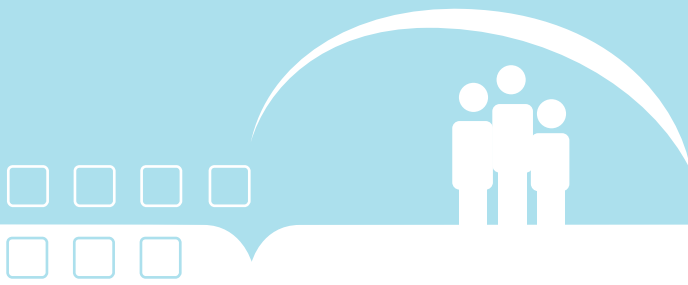
Forum attendance has averaged 50 Work and Family Representatives per meeting. Their feed-

back about the Work and Family Program has been positive, and their input has been critical in formulating the program policy and direction.

The Work and Family Program Coordinator, in conjunction with the Communications and Outreach Subcommittee, will continue to organize and facilitate meetings with the Work and Family Network. New networking venues are continually being sought, so that State employees can stay informed of new work and family solutions.

Forum Month	Steps Accomplished
March 2003	<ul style="list-style-type: none">■ Established network■ Reviewed initial Committee recommendations■ Presentation on new Resource and Referral Service■ Overview of new Dependent Care Grant Program■ Education update on Dependent Care Benefit■ Interactive discussion on Work and Family Program<ul style="list-style-type: none">- Establishing effective communication within departments- Program publications and distribution- Employee Outreach Survey conducted and outreach strategies developed
June 2003	<ul style="list-style-type: none">■ Web site walk-through of Resource and Referral Service■ Updated training on Dependent Care Grant and Dependent Care Benefit Programs■ Marketing Materials Order Forms distributed, completed, and processed■ Outreach presentations to departments scheduled■ Telework Survey introduced and distributed
September 2003	<ul style="list-style-type: none">■ Distributed Executive Summary and First Quarterly Progress Report on Resource and Referral Service■ Launched Online "WebEx" Training for Trainers on Resource and Referral Service■ Panel discussion on program marketing efforts and effectiveness
January 2004 & April 2004	<ul style="list-style-type: none">■ Goal-setting for long-term implementation of Work and Family programs in each department<ul style="list-style-type: none">- Develop achievable objectives and outcome measures for each- Develop baseline measures for assessing progress- Develop quarterly reporting process for tracking effectiveness of Work and Family Programs■ Management Training Module discussion
Additional Quarterly Forums will be scheduled during 2004 and 2005	





I. MANAGEMENT TRAINING

Management support of the State of California Work and Family Program is essential to the success of the program. The Committee included a module on the Work and Family Program in the California Leadership Institute training program, and is now designing an online statewide training program for all managers and supervisors to be launched in 2004. Since the State has approximately 32,000 designated supervisors and managers throughout the State, online training is the most cost-effective way to reach such a large and geographically-dispersed target audience. Objectives of the training are:

- Understanding the relationship between work and family issues and employee productivity, efficiency, and morale.
- Current information on the policy, programs, benefits and resources available to employees to address their work and family issues.
- Clarify the roles and responsibilities of supervisors and managers in addressing work and family issues effectively, fairly, and consistently.

The Committee proposes to make the web-based online training available on the DPA Web site at no cost. A downloadable hard copy format will be available to field employees who do not have internet access. All supervisors and managers will be informed and encouraged to complete the course.

J. STATUS OF OTHER RECOMMENDATIONS

The Committee made additional recommendations to support a family-friendly workplace, summarized in the table on the next page. Substantial progress has been made on three, and progress is varied on the remaining. Although the Committee was not solely responsible for obtaining these expanded benefits, its efforts contributed to the outcome.





Recommendation	Status of Progress Made
Stress Reduction and Wellness Support: Facilitate State employees' participation in fitness centers or health-related programs to reduce stress from work and family issues.	The Statewide California Works Well Health Promotion Program has secured corporate membership rates for health clubs throughout California. A description of this program and a listing of participating health clubs are available online at the Health Promotion Web site at http://www.dpa.ca.gov/benefits/health/wellness/wellmain . Employees will also find information on other wellness programs such as smoking cessation, diabetes resources, and daily health tips. Information on the Employee Assistance Program (EAP) can be found on the Web site at http://www.dpa.ca.gov/benefits/other/eap/eapmain
On-site Lactation Support: Implement statewide breast-feeding promotion and support activities.	AB 1025 of 2001 added Chapter 3.8 to the Labor Code to provide accommodation for lactating mothers to express breast milk. DPA issued Personnel Management Liaison (PML) memo 2002-004 to all State agency personnel officers informing them of the new requirements and how to meet them. The Resource and Referral Service includes information and advice on breast-feeding at www.lifecare.com
Emergency Transportation Alternatives: Departments to provide emergency transportation when an employee is required to work beyond their scheduled work period or must leave due to emergency family matters.	Programs supporting transportation alternatives have included the Guaranteed Ride Home for some departments, the Vanpool Subsidy, and Sacramento Regional Transit ticket subsidy. These programs, although designed to support improved air quality and reduce traffic congestion, also support the Committee's work and family recommendations.
Enhanced Employee Assistance Program (EAP): Expand EAP benefits provided to all classifications, to be consistent across all departments.	The new Resource and Referral Service implemented through the Work and Family Program enhances services available to all State employees. However, the consistency of EAP services remains an issue, as some departments do not participate in the Master Agreement for EAP services, and selected civil service classifications have enhanced EAP services due to documented job-related stresses.
Education Support: Develop resources for financial reimbursement or discount rates to support State employees attending a CSU or UC.	No progress is reported on this recommendation, which was modeled on a benefit available to employees of CSU and UC. This issue could be included in future Memorandum of Understanding (MOU) negotiations.
Hardship Transfers: Accommodate employee requests for transfer to another geographic area for reasons such as domestic violence, spousal mandatory job transfers, family illness or employee health, and injury or death of family members.	No progress is reported on this recommendation.
Manager and Supervisor Incentives: <ul style="list-style-type: none">■ Increase knowledge of Work and Family Program benefits;■ Include criteria in supervisor/manager performance appraisals to measure support for Work and Family Programs;■ Provide recognition for supervisors/managers who support Work and Family Programs.	The development of the Management Training Module is the initial step in responding to these Committee recommendations.
Executive Order: Support work and family programs.	Rather than pursue an Executive Order, DPA management decided it would be more effective to address Work and Family issues through a series of PML memos.





III. Conclusions and Recommendations

A. CONCLUSIONS & MAJOR CHALLENGES

AB 738 of 1999, established the Work and Family Fund⁵ “to be used to establish and maintain work and family programs for State employees.” The Committee has been working on the design and implementation of these programs since inception. Our experience has revealed several challenges in this program area:

1. Gaining management support for work and family issues.

Given the current California budget crisis, State agencies are facing reductions in staffing and funding while experiencing ongoing demands for public service. The need for understanding and awareness of the impact of work and family issues on the productivity of State employees has never been greater.

2. Communicating effectively to all employees to make them aware of available programs.

While the Committee has conducted an extensive outreach campaign through the Work and Family Network (see Section H), department-level campaigns are needed to ensure that employees are educated about work and family programs. Currently only half of the State departments have a designated Work and Family Representative. A full complement of Department Work and Family Representatives is needed to provide a comprehensive outreach effort.

3. Maintaining the Work and Family Network.

There is a high turnover rate among the Department Work and Family Representa-

tives, making it difficult to maintain the Work and Family Network and provide employee education. Key factors are:

- Recent budget cuts have caused a series of transfers and layoffs, resulting in reassignment of staff.
- Limited staff resources and high workload demands often supersede work and family outreach activities.

B. NEXT STEPS: PLANNED COMMITTEE ACTIVITIES THROUGH JUNE 30, 2005

1. Complete the online Management Training Module.

The training is now in the design stage. Additional work is needed to finalize content, convert the material to the online medium, and launch the training on the DPA Web site.

2. Award Dependent Care Facility Grants.

The Committee is now receiving and evaluating applications, and awarding grants. Since no elder care or adult day care centers have applied to date, the Committee is attempting to reach this audience. The Committee intends to complete its awards by June 30, 2005.

3. Offer the Dependent Care Benefit in 2005.

The Committee intends to offer this benefit during the 2005 FlexElect Program year. With an ongoing outreach campaign, there will be an increased level of employee participation, and remaining funds will be dispersed.

⁵Government Code §1928227, which can be found at <http://www.leginfo.ca.gov/calaw.html>





4. Develop and implement a long-term outreach plan to educate State employees about Work and Family Program benefits.

Activities include developing the Employee Handbook, continuing outreach presentations to departments, and holding regular meetings with the Department Work and Family Representatives.

5. Continue to pursue paid family leave and SDI for State employees.

The State and CSEA recently negotiated a contract provision that will make SDI available for certain State employees. The Committee will continue work to ensure a smooth transition toward this new benefit.

6. Assess the impact of the Work and Family Program to date.

The needs assessment conducted in 2000 identified State employee work and family issues and policy options. A follow-up study will measure impacts of these benefits on State employees, using information collected from the Department Work and Family Representatives.

C. RECOMMENDATIONS: BEYOND JUNE 30, 2005

1. Complete the Dependent Care Grant Program Cycle.

The Committee will have completed all grant awards on or before June 30, 2005. However, the grant agreements will be active until the funds have been spent by the recipients,

anticipated to be June 30, 2007, at the latest. The Committee recommends monitoring progress until all work is completed and all funds expended.

2. Continue the Resource and Referral Service.

This program has already been found to be effective. Users overwhelmingly rate it “good” to “excellent.” The current contract is for two fiscal years of service (7/1/03 - 5/30/05) for \$2.2 million. The Committee will investigate options on extending this service.

3. Continue communication and training to inform the workforce and management of work and family resources.

Maintain the Work and Family Web site at DPA, update the Employee Handbook as needed to keep it current and accurate; maintain the Work and Family Network and continue to hold periodic Work and Family Forums; continue offering online management training.

4. Continue the Work and Family Labor/Management Committee and Staff.

The Committee, with staff support from the Statewide Work and Family Coordinator, has enabled a valuable labor/management partnership to address work and family issues of the State workforce. Even if no new program funding is established, the Committee can continue to provide consultation and advice, and explore “best practices” from public agencies and private industry for possible use by the State of California.





IV. Referenced Documents and Resources

Work and Family Labor/Management Committee Publications:

The Future of California: Work and Family Programs - Report and Recommendations (October 2000)

Supporting You, Your Family, Your Work, 2001

Work and Family Program Strategy: Executive Briefing, 2002

Maximus/Lifecare - Work and Family Resource and Referral Service Publications:

Work and Family Resource and Referral Service - Making Life a Little Easier for California State Employees, 2003

California State Employees: Take Advantage of This Important Family Benefit, 2003

We're Here to Make Your Life Easier, 2003

Quarterly Utilization Summary July - September, 2003

Quarterly Utilization Summary October - December, 2003

WebEx Training for Trainers, 2003

Dependent Care Grant Program: All documents below are on the Work and Family Web site at: http://www.dpa.ca.gov/workingfamilies/Main/DC_Grants :

Program Overview, March 2002

Child Care Start-up Grant Application, Phases I - III, 2003

Program Expansion Grant, 2003

Guidelines for Sponsoring State Agencies, 2003

Dependent Care Benefit Program

Office of State Publishing. Dependent Care Benefit Brochure, 2003

Office of State Publishing. Dependent Care Benefit Poster, 2003

Telework

Work and Family Telework Survey, 2003

Work and Family Telework Report, 2003

Web Sites:

Department of Personnel Administration/
Work and Family Program:
<http://www.dpa.ca.gov/workingfamilies>

Department of Personnel Administration/
Benefits/FlexElect Program:
<http://www.dpa.ca.gov/benefits/flex/reimbursement>

Department of Personnel Administration/
Personnel Policies:
<http://www.dpa.ca.gov/jobinfo/personnelpolicies>

California State Senate:
<http://www.sen.ca.gov/~newsen/senate>

Other Resources:

Mellon Financial Corporation: Human Resources and Investor Solutions Survey
Department. Work/Life - A Delicate Balance 2003 Survey.



Status Report 2004

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